



Controller Staffing Plan

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:: Overview

Over the next ten years, approximately 73 percent of the existing 15,000-controller workforce will become eligible to retire



:: Overview

This report addresses the staffing needs that the FAA has identified based on past performance, historical data, and in-depth research

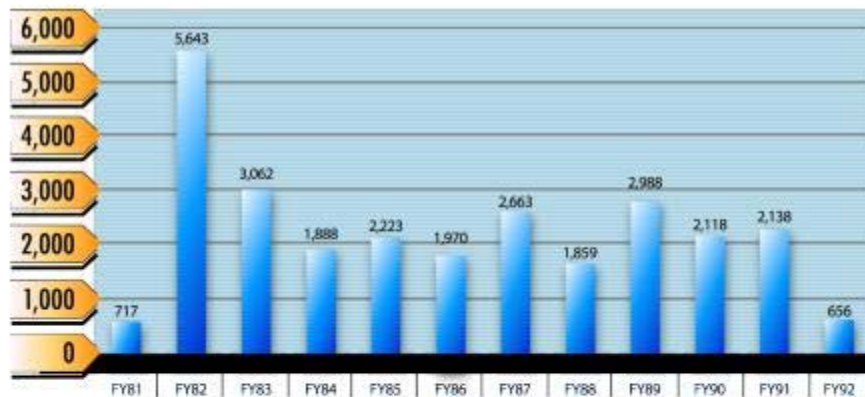
We must stay ahead of hiring needs by managing our workforce, increasing productivity and efficiency, and revamping recruitment training and staffing techniques

We will have the Right People in the Right Places at the Right Time



:: History

- August 1981, 10,000+ controllers fired
- Controller workforce reduced to less than 4,700
- FAA began large scale recruitment and training



:: History < What We Did >

FY 1981 - FY 1992, close to 28,000 individuals entered the Academy

- 16,000 or 57% successfully completed the program
- 72% of 16,000 developmentals were successful

1991 – FAA begins Air Traffic Collegiate Training Initiative (AT-CTI) Program

1992 – FAA improved screening methods

- Since 1994, Academy pass rate exceeds 95%



:: Creating the Plan

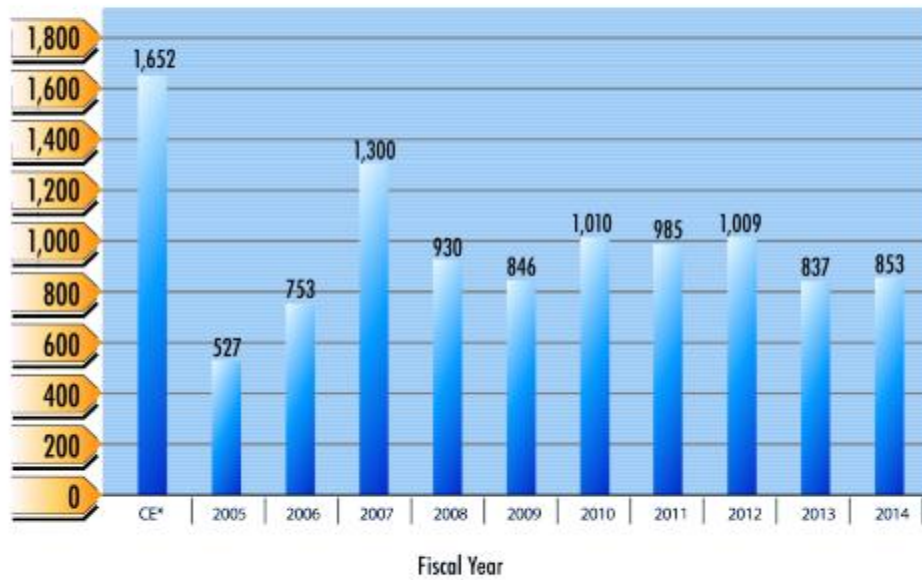
Considered...

- **Retirement & Loss Trends**
- Staffing & Productivity Targets
- Hiring Sources & Profiles
- Training
- Budget



:: Retirements

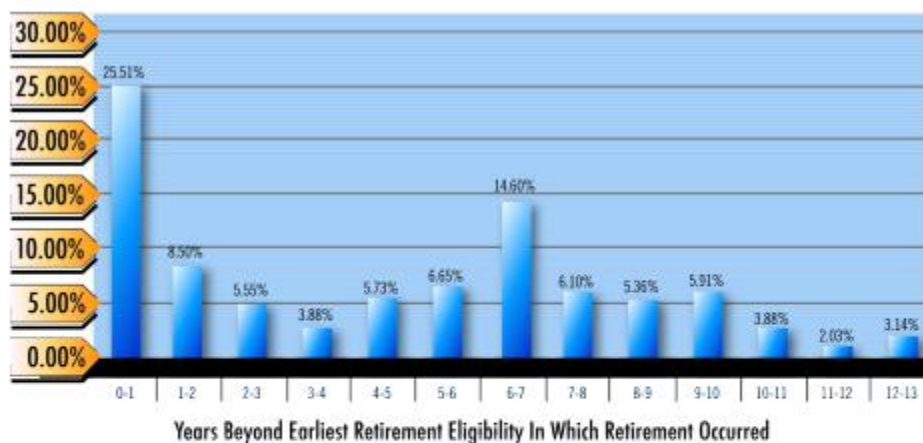
Numbers eligible by year shown here



:: Retirements | Pattern

- About 25% retire in the first year of eligibility
- On average, 6 years after becoming eligible, 45% of controllers are still working

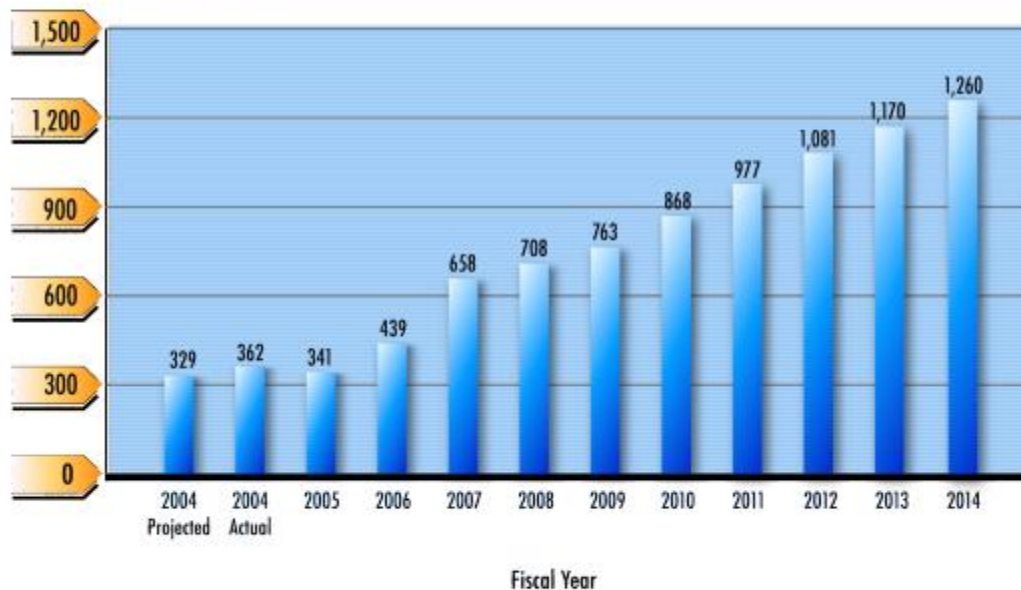
Air Traffic Controller
NATCA Bargaining Unit Retirements
01/01/01 - 12/31/03



:: Retirements Projections

8,265 controllers will retire by FY 2014

In FY-04 projected retirements were 329 & actual was 362



:: Other Losses Considered

Other losses include resignations, promotions, removal and death

Removals include the 10 percent that do not succeed in the facility-training program

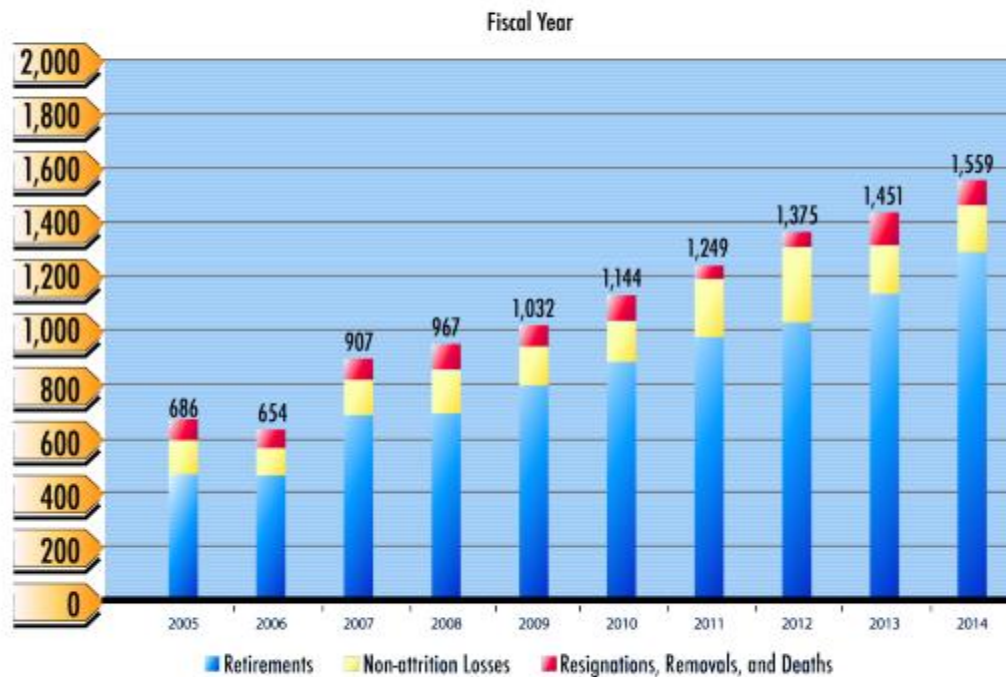
These losses amount to approximately 2,759 through FY 2014

All categories of controller losses are included in FAA's hiring estimate and workforce plan



:: Other Losses Considered

Total number FAA will lose over the next 10 years is estimated to be 11,024



:: Creating the Plan

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:: New Staffing Targets

Productivity gains of about 10% (3-2-2-2-1)



:: Productivity Gains

Sick Leave

- Reduction of 8%
- Address abuse

Time to CPC

- Reduce time and incorporate 35% developmentals

Official Time

- Manage to contract

Workers Compensation

- Return to work programs

Controller Workgroups

- Right size



:: Productivity Gains

Possible use of part time and job sharing

Possible use of split shifts

Selective use of overtime vs. staffing FTEs

Scheduling tool and efficiencies

Modernizing NAS technologies



:: Creating the Plan

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:: Hiring Sources

Almost 600 hires in process for FY2005

Approximately 4,829 applicants currently in
the pipeline

Supply meets demand due to positive public
perception

High salaries draw thousands of applicants

- Average controller salary & benefits = \$158,000



:: The Hiring Profile

Meets needs while minimizing ratio of developmentals to CPCs

Assumes reduced training time

2 (currently 2 - 3) years for Terminal
3 (currently 3 - 5) years for En Route

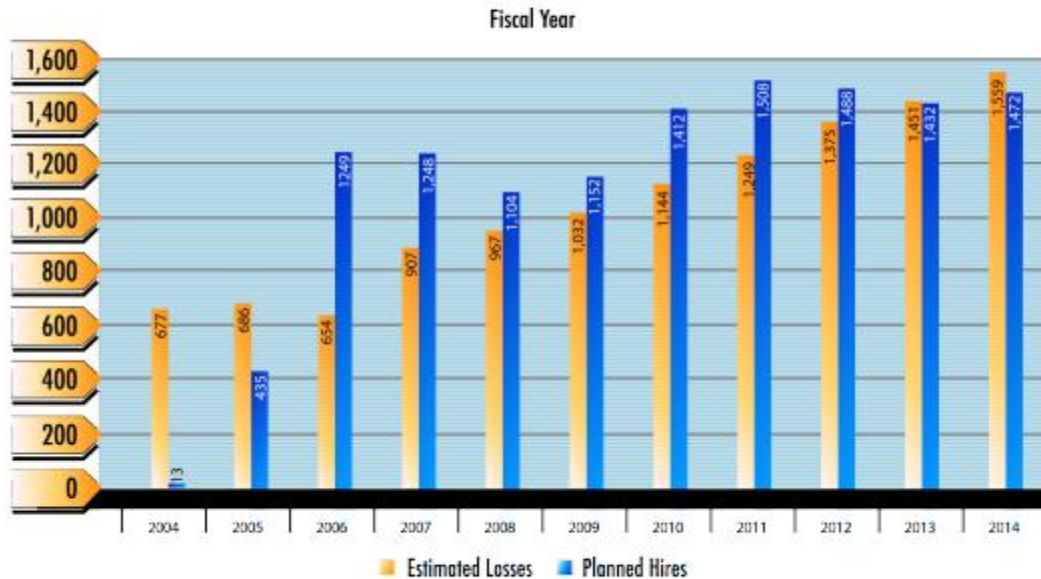
Does not exceed FAA Academy training capacity

Even Flow Hiring maximizes efficiencies while maintaining the training pipeline in the field



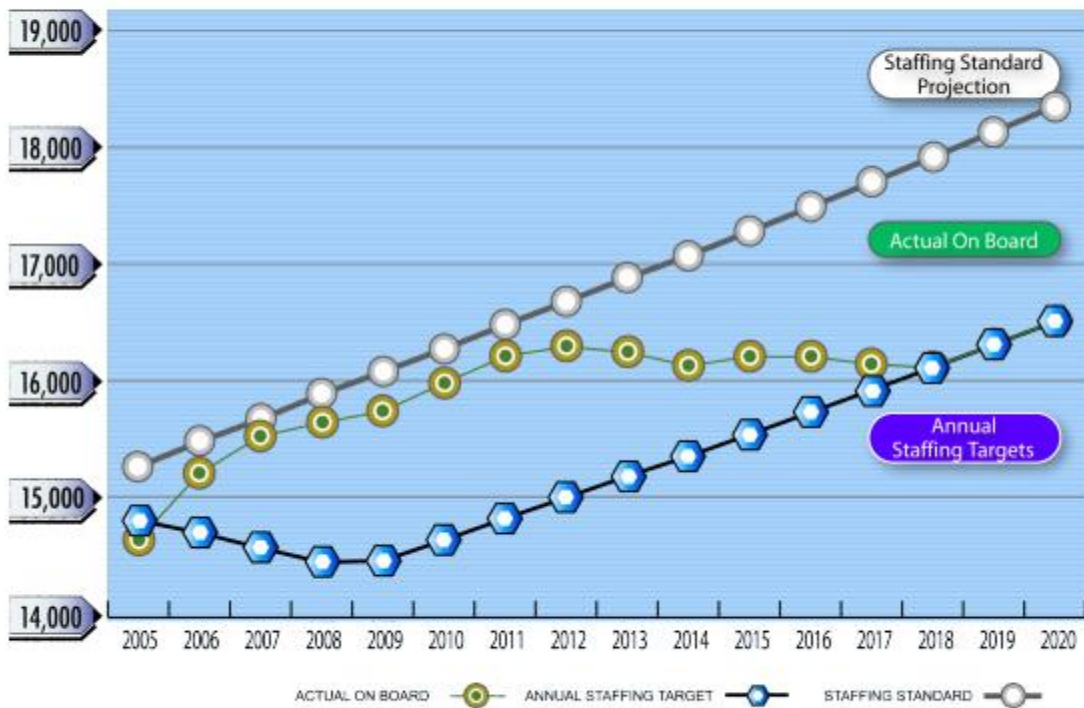
:: Planned Hires by Year

Hiring profile exceeds losses through FY 2012 except for FY-04 & FY-05 when the budget did not support a higher number



:: Hiring Plan

Hiring Plan vs. Legacy Standard and New Targets



:: Creating the Plan

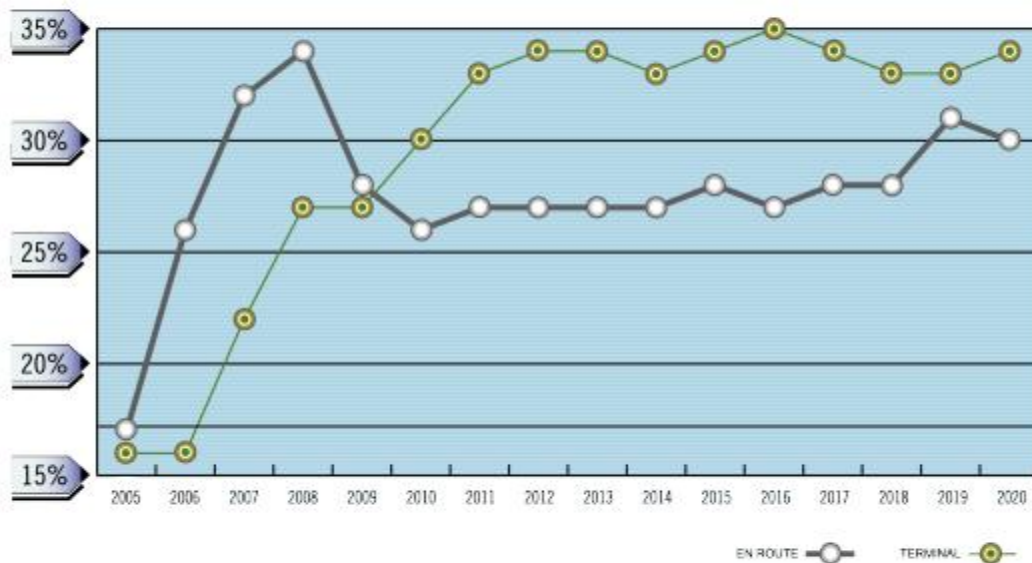
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- Budget



:: Field Training Ratio

Ratio 35% or less for Terminal & En Route



:: Contingencies Include...

Age 56 Rule application

For use at selected facilities as needed

National Training Database

Will monitor training time and time to CPC
Agency will adjust hiring profiles as necessary

Qualified Flight Service Station personnel

May be made available in 2005-2006



:: Lessons Learned

Training improvements

- \$20 Million invested /10 years of work
- Multi-path training
- Expanded and Enhanced Simulation
- Established OJT National Database

AT-SAT

- Testing in hard-to-staff locations provides candidates willing to work in those areas
- High validity in predicting job performance



:: Creating the Plan

Considered...

- Retirement & Loss Trends
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- **Budget**



:: Cost Savings Initiatives

AT-SAT Testing

\$800 vs. \$16,000 per person

Web-based Air Traffic Academic classes

\$20 million over 10 years

Reduce cost of training

Target: reduce costs by 1/3rd

Reclassify ATC facilities

12 facilities in process
Save money immediately on new hires

Reducing hours of operation

In 34 facilities that don't qualify for 24 hour support



:: FY 2005 Costs

In FY 2005, at the appropriated levels, the ATO expects to be able to hire 435 controllers

Current annual expenditure for all Air Traffic Control training is \$47.4 million

In FY 2005, at the planned hiring levels the ATO will need to increase funding for training by approximately \$22.8 million to allow us to successfully implement the plan



:: Report Outline

- Chapter 1 – Introduction
- Chapter 2 – ATC Services and Control Facilities
- Chapter 3 – Air Traffic Controller Staffing Requirement
- Chapter 4 – Air Traffic Controller Losses
- Chapter 5 – Air Traffic Controller Hiring Plan
- Chapter 6 – Air Traffic Controller Hiring Process
- Chapter 7 – Air Traffic Controller Training
- Chapter 8 – Air Traffic Controller Workforce Funding
- Chapter 9 – Key Assumptions

